Making Change Possible
Induction Coordinators
Quarterly Meeting
Presented by Gail Coffin, MSDE

LEADING CHANGE

Understanding Change

- People respond differently to change

- Change can cause divisiveness

- Conflict is a natural part of change

- Change is a process

Effective Change Management

Vision → Knowledge & Skills → Incentives → Resources → Transition Plan → Meaningful Change

What happens when a **vision** is missing?

| Vision | Knowledge & Skills | Incentives | Resources | Transition Plan | Confusion |

What happens when **knowledge and skills** are missing?

| Vision | Knowledge & Skills | Incentives | Resources | Transition Plan | Anxiety |

What happens when **incentives** are missing?

Vision	Knowledge & Skills	Incentives	Resources	Transition Plan	Resistance

What happens when **resources** are missing?

| Vision | Knowledge & Skills | Incentives | Resources | Transition Plan | Frustration |

What happens when a **transition plan** is missing?

| Vision | Knowledge & Skills | Incentives | Resources | Transition Plan | False Starts |

How can I use this model to **lead** change in my school?

Vision	Knowledge & Skills	Incentives	Resources	Transition Plan	Meaningful Change

Managing Complex Change
(Ambrose 1987)

Vision	Skills	Incentives	Resources	Action Plan	→	**CHANGE**
	Skills	Incentives	Resources	Action Plan	→	Confusion
Vision		Incentives	Resources	Action Plan	→	Anxiety
Vision	Skills		Resources	Action Plan	→	Gradual Change
Vision	Skills	Incentives		Action Plan	→	Frustration
Vision	Skills	Incentives	Resources		→	False Starts
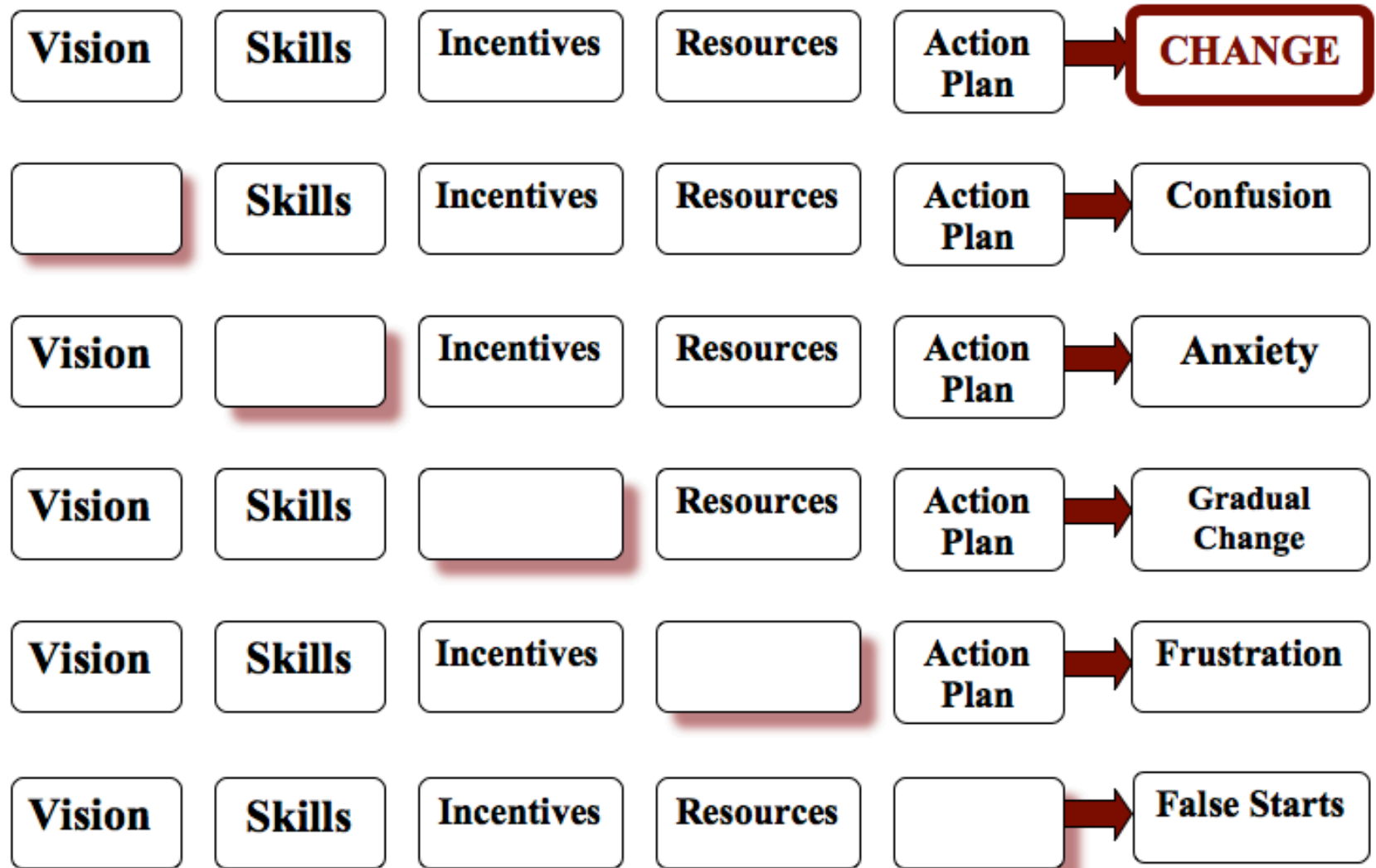
Diffusion of Innovation

- Diffusion is the process by which an innovation is communicated through certain channels over time among the members of a social system.

Everett Rodgers, *Diffusion of Innovation*

Diffusion Process

Communication Channels

Knowledge

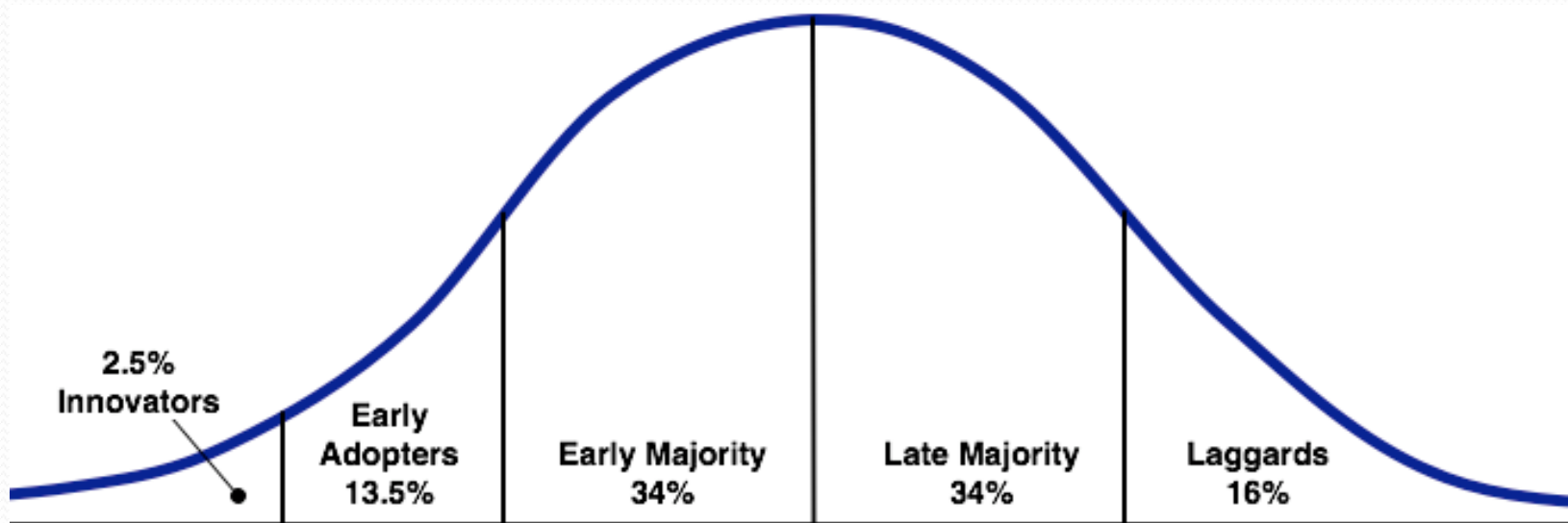Persuasion

Decision

Implementation

Confirmation

Time
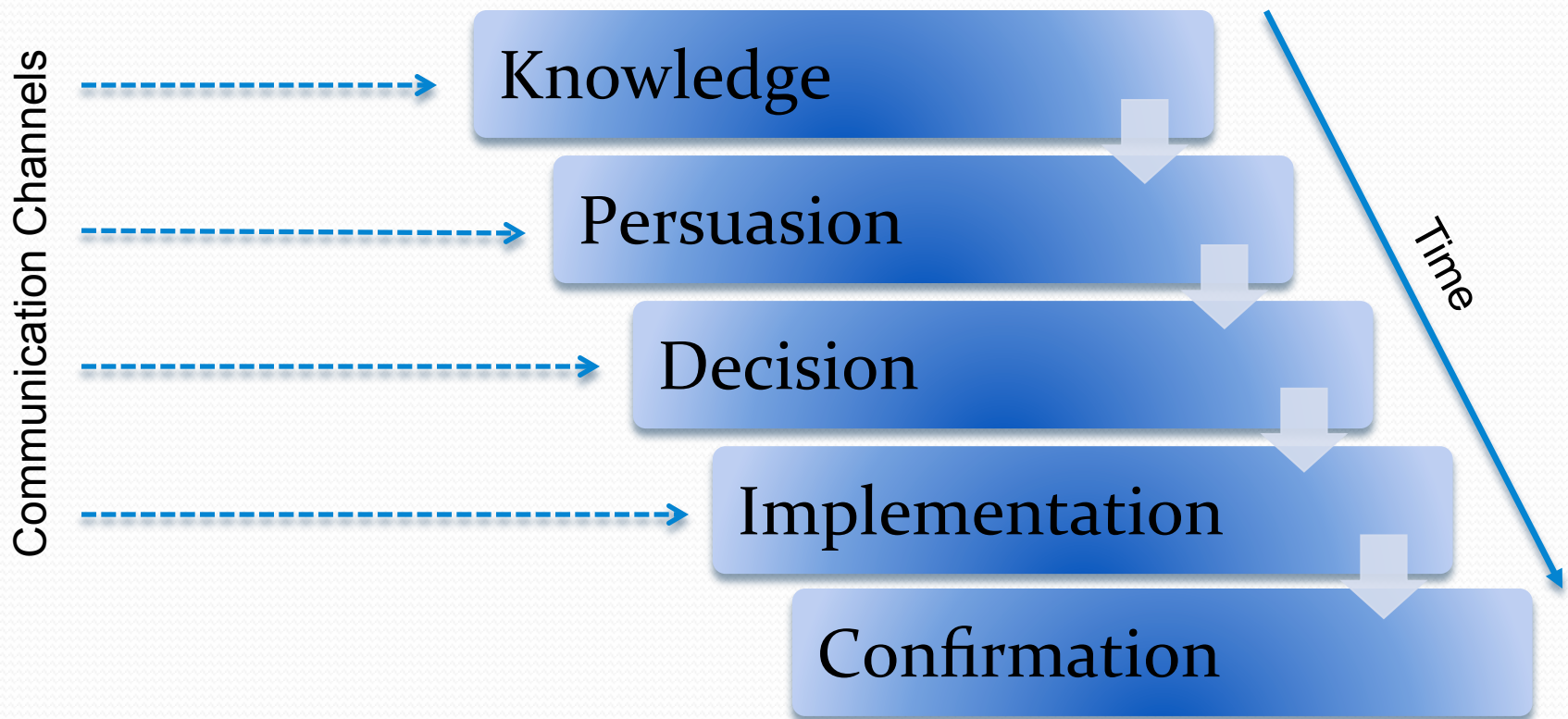
Everett Rodgers, *Diffusion of Innovation*

Diffusion and the Influence of Other Members of the System

- For most members of a social system, the innovation-decision depends heavily on the innovation-decisions of other members of the system.

Everett Rodgers, *Diffusion of Innovation*

The Tipping Point

2.5% Innovators

Early Adopters 13.5%

Early Majority 34%

Late Majority 34%

Laggards 16%

Source: Everett Rogers *Diffusion of Innovations* model

Innovators

- Venturesome types that enjoy being on the cutting edge
- Excited by possible benefits
- Enjoy imagining the possibilities
- Eager to give a new initiative a try

Early Adopters

- Use the data from the innovators' efforts at implementation
- Make their own decisions to adopt a new change
- Trusted by the staff for making well informed decisions
- Are the opinion leaders at the school
- Translators

Early and Late Majority

- Will follow of the early adopters
- Will implement the CCRS standards at varying rates
- Are needed to make CCRS, TPE or PARRC permanent
- Create the sense the "this is how we do business at our school"
- Establish the culture of the school

Resisters (Laggards)

- Can be very traditional
- Isolated
- Suspicious of change
- Perceive a high risk in change
- Interact with others who are traditional and the late majorities
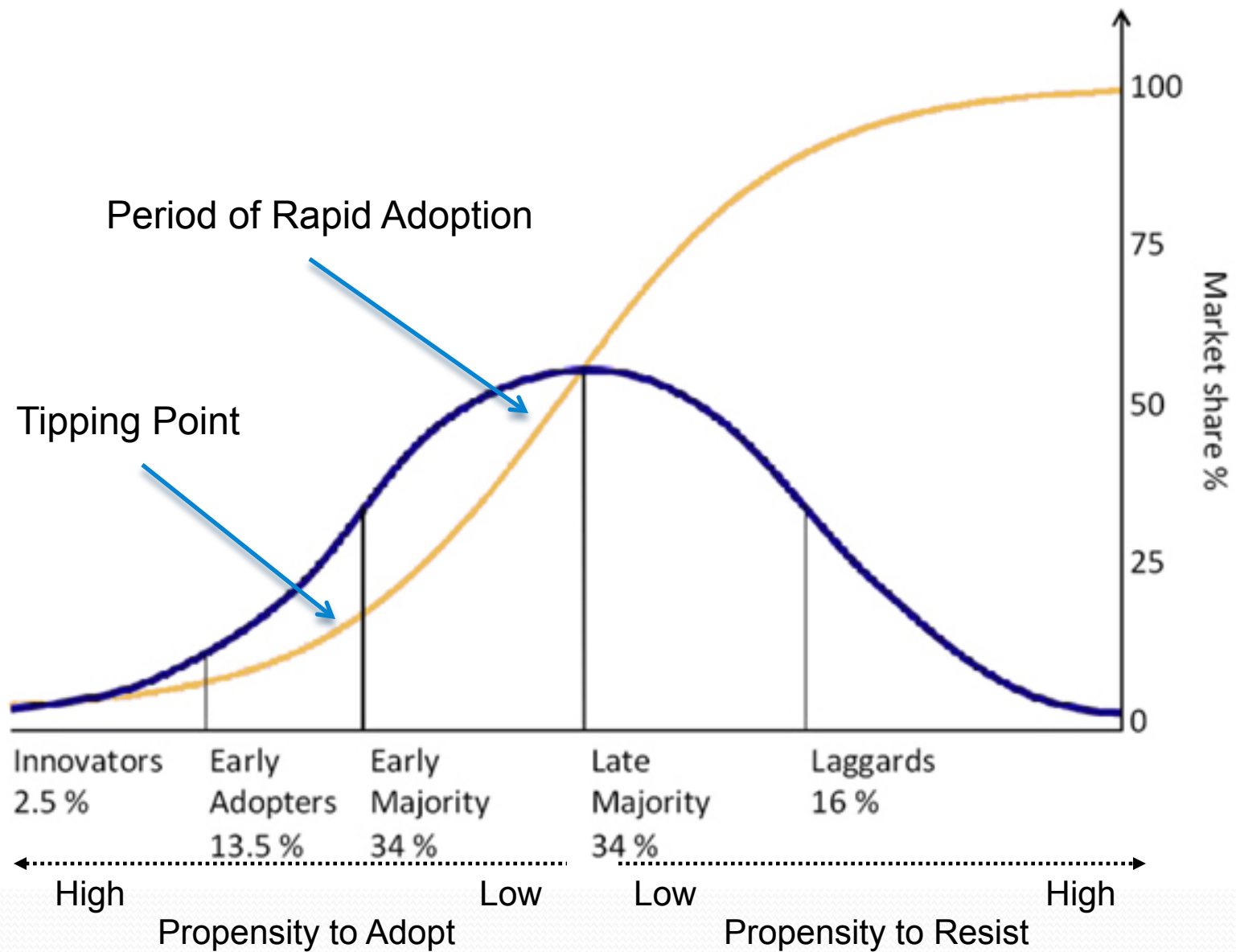
8 Stages of Change

Implementing & sustaining the change

8) Make it stick

7) Don't let up

Engaging & enabling the organization

6) Create short-term wins

5) Enable action

4) Communicate for buy-in

3) Get the vision right

Creating a climate for change

2) Build guiding teams

1) Increase urgency

John Kotter, *Leading Change*